

I. 選擇最適合之答案 (3% Each for problems 1-20, 2% for problems 21-22, Total 64%) 請依題號順序作答

1. Scientific management was:

- a. pioneered by Henri Fayol.
- b. an outgrowth of the Hawthorne studies which found that people performed best in an environment of clearly specified, narrow job task.
- c. focused on effectiveness rather than efficiency.
- d. successful at increasing output, in part through the use of incentive systems.
- e. all of the above.

2. The definition of "organization" is:

- a. a goal-directed entity that has members who set goals and achieve them through strategic planning.
- b. an entity with identifiable permanent boundaries.
- c. a social entity that is goal-directed, has a deliberately-structured activity system, and a permeable boundary.
- d. a business that performs work activities and contributes to its society by employing people.
- e. all of the above.

3. Which of the following is a contextual, rather than a structural dimension of an organization:

- a. labor force
- b. culture
- c. professionalism
- d. centralization
- e. all of the above.

4. Contingency means that:

- a. organizations should be structured loosely.
- b. management structure is determined by the era or times.
- c. one thing depends on other things, such as structure depending on environment.
- d. the key contingent of workers should be college graduates.
- e. all of the above.

5. An open system and its subsystem are characterized by:

- a. a transformation process that involves production, maintenance, adaptation, and management
- b. an input selection that is known for being so accurate that it can be closed
- c. output criteria that are subjective.
- d. boundary spanning that connects employees to products to organizational subsystems.
- e. none of the above.

6. A _____ begins with the "birth" of a new technology and ends when that technology reaches its limits and "dies" as it is replaced by a newer, substantially better

technology.

- a. technological discontinuity
- b. technological substitution
- c. technology cycle
- d. technology milestone
- e. technology competence

7. Which of the following types of interviews use only standardized, job-related interview questions that are prepared ahead of time and asked of all candidates?

- a. unstructured interviews
- b. structured interviews
- c. semi-structured interviews
- d. all three of the above
- e. none of the above

8. Which of the following is not specific advice regarding things that managers can do to minimize the problems inherent in firing employees?

- a. before firing employees, managers should give them a chance to improve.
- b. employees should be fired for a job-related reason.
- c. companies should pay attention to the reactions of remaining employees after a firing.
- d. while written records are not necessary, managers should be sure to verbally report the reason for the firing to the human resource department.
- e. all of the above

9. Which of the following is the least flexible manufacturing operation?

- a. project manufacturing
- b. continuous flow production
- c. line-flow production
- d. batch production
- e. agile manufacturing

10. According to _____, people will be motivated when they perceive that they are being treated fairly.

- a. expectancy theory
- b. need theory
- c. equity theory
- d. reinforcement theory
- e. expectation theory

11. When a company such as Coca-Cola decides to use the same product design and advertising strategy throughout the world, it is following the _____ strategy.

- a. multidomestic
- b. consortia
- c. Focused
- d. globalization
- e. differentiation

12. Which of the following theories states that people will be motivated to the extent to

which they believe that their efforts will lead to good performance, that good performance will be rewarded, and that they are offered attractive rewards?

- a. contingency theory
 - b. equity theory
 - c. expectancy theory
 - d. goal-setting theory
 - e. reinforcement theory
13. Which of the following is not a major concern of leaders (as opposed to managers)?
- a. productivity and efficiency
 - b. doing the right thing
 - c. promoting change
 - d. visions, missions, goals, and objectives
 - e. none of the above
14. Leadership that creates a positive image of the future that motivates organizational members and provides direction for future planning and goal setting is referred to as:
- a. visionary leadership
 - b. charismatic leadership
 - c. transactional leadership
 - d. transformational leadership
 - e. global leadership
15. In the typical S-curve pattern of innovation, increased effort (i.e., money, research and development) brings only small improvements in technological performance:
- a. early in the cycle
 - b. at the midpoint of the cycle
 - c. at the end of the cycle
 - d. at both the beginning and end of the cycle
 - e. only at the point of technology substitution
16. Which of the following does not fit the principles of strategic positioning (such as those proposed by Porter):
- a. start with a right goal
 - b. deliver a value proposition
 - c. maintain continuity of direction
 - d. reflect a distinctive value chain
 - e. none of the above
17. Which of the following is not true in a network economy:
- a. the strong grow stronger and the weak grow weaker (positive feedback)
 - b. the value of a network goes up as the square of the number of the user
 - c. consumer value technologies that are rarely found
 - d. positive feedback works to the advantage of larger networks
 - e. none of the above.
18. In the horizontal structure, it is said that:
- a. there are well-organized communications between the organization units.
 - b. because team members become recognized experts in a single area, cross-training

that characterizes other organizational forms is limited.

- c. boundaries between departments are clearly defined to ensure functional expertise.
- d. if the organization has been rooted in strict vertical, hierarchical structure, it is ready for immediate and rapid implementation of the horizontal structure.
- e. the process owner is responsible for coordinating the core process in its entirety.

19. In resource dependence theory:

- a. a small supplier should count on price competition for locking in accounts.
- b. a small supplier should lock in a single large company for the bulk of its sales.
- c. organizations will do whatever is needed to avoid dependence on the environment for reducing uncertainty.
- d. organizations will set up dependencies when they become more self-reliant.
- e. a small organization should be aware of its bargaining power and resources available.

20. Organizations in which of the following types of industries would face the greatest amount of environmental uncertainty:

- a. beer distributors because of simplicity.
- b. universities because of complexity.
- c. music production because of instability.
- d. appliance manufacturers because of complexity.
- e. telecommunication equipment manufacturer because of deregulation.

21. Which type of power does a manager enjoy because of his right to promote subordinates:

- a. legitimate.
- b. reward.
- c. coercive.
- d. referent.
- e. persuasive.

22. The term _____ refers to the perceived degree to which outcomes and rewards are fairly distributed or allocated.

- a. procedural justice
- b. distributive justice
- c. equity
- d. valence
- e. equality

II. 是非簡答題 (6% Each, Total 36%):

請依題號順序答“是”或“非”;並以一至二行說明理由
若認為是依狀況而定則可分別以一至二行說明“是非”

1. Technology standards reduce uncertainty, expand network externalities, and reduce customer lock-in.

2. From the population ecology perspective, it is healthy for the society to have new organizations emerging and old organizations dying as the environment changes.

3. According to industrial psychology, Motivation = Performance X Ability X Situational Constraints.

4. According to Porter's view of industrial structure, the use of internet can reduce the barriers to entry, and the proliferation of competitors downstream shifts the bargaining power to customers.

5. The production of information good involves high fix costs and low marginal costs. Therefore, cost-based pricing is the key in the information industry.

6. The "garbage can" model is one of the recent descriptions of organizational decision process. It would be considered a normative model, describing "what ought to be."